

*ASPIRA Association  
National Board of Directors*

*Planning for the 21st Century:  
A Strategic Guide to Action for the  
ASPIRA Association*

January, 1997



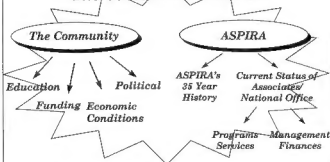
Phase III Redefinition NAFL

# Mission

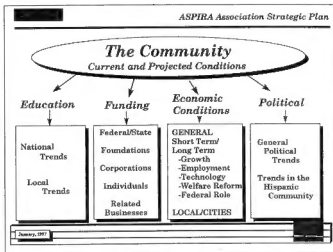
*To empower the Puerto Rican and Latino community through education and leadership development of its youth*

January, 1991

## The Context/Environment



January, 1991



## *Education: National Trends/Issues*

### GENERAL

- Attack on Public Education
- Privatization
- Charter Schools
- Education Reform
  - Standards
  - Assessments
- Teachers:
  - Ethnic Composition
  - Preparation
  - Prof. Development
- Financing Education
- School-to-Work
- Financial Aid: Grants vs. Loans
- College Retention

### EDUCATION OF LATINOS

- High Drop-Out Rate
- Little Progress in Achievement
- Lack of Latino Teachers/Counselors
- Lack of Access to Quality Schools
  - Teachers/Teaching
  - Counseling/Other Resources
- Increased Segregation
- Persistence of Tracking
- Lack of Access to College
  - Financial Aid/Admissions
- Low College Retention
- Low Transfer Rate
  - 2 - 4 year Colleges
- Low Graduate School Participation

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## Funding Trends

### Federal:

- Transfers to the States (Block Grants)
- Strong efforts to reduce Federal deficit
- Attack against entitlements
- Federal funding for education will remain steady
- Trend towards funding institutions (schools, school reform) - less on experimentation
- Increased funding for parental/community involvement in schools/reform
- Continued increases for TRIO
- Continued funding of Pell at flat rate
- Support for Higher Education for middle class not the poor
- Welfare reform

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## Funding Trends

### State:

- Increased responsibility for entitlements
- Increased state funding for education to ensure parity (court mandates)

### Foundations:

- General increase in giving (economic conditions)
- Increased support for community development
- Increased support for children and families
- Increased support for institutional development (schools/school reform), less for experimentation and non-institutional programs
- Focus on institutionalization of programs
- Focus on program oversight (increased involvement/more restrictions) and evaluation (data collection)

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## Funding Trends

- Corporate:**
- General increase in corporate funding (economic conditions)
  - General trend to link giving directly to profits (less corporate responsibility)
  - Linking giving to marketing efforts - high visibility initiatives
  - Continued support for employee/local community programs
  - Increased interest in Hispanic community (because of lawsuits, interest in \$30 billion Hispanic market, commitment to diversified workforce and affirmative action)
- Individual:**
- Substantial increase in individual giving
  - Substantial increase in major gifts

January, 1997

## ASPIRA

ASPIRA's  
35 year History

Current Status of  
Associates/  
National Office

- Condition of the Puerto Rican Community 1963 - 1997
- Condition of Puerto Rican Youth
- Founding Principles, Strategies
- Mission, Principles & Strategies
- Programs
- Resource Development
- Organization: State/National
- Finances/Management
- Political Influence
- Role of the ASPIRA Board
- Public Perception
- Alumni

### Programs/ Services

- Leadership Dev.
- Education
- Counseling
- Community Service
- Community/Parents
- Advocacy
- Schools

### Management Finances

- Administrative Procedures
- Financial Controls
- Audits
- Personnel Proc.
- Accounting

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## ASPIRA's 35 year History

Condition of the  
Puerto Rican  
Community 1963-1997  
(Mainland)

(LIMITED PROGRESS)

Condition of Puerto Rican  
Youth (1963 - 1997)

(LIMITED PROGRESS)

- Limited Economic Development
- Stable Poverty Levels
- Increased Leadership/Small Middle Class
- Continued Discrimination
- Lack of Puerto Rican Entrepreneurship
- Lack of Community Empowerment

- Limited Access to Quality Education
- Discrimination/Segregation
- Persistence of Low Self-Esteem/Image
- Persistence of Stereotypes
- High Drop-out Rates
- High Youth Unemployment
- Persistence of Gangs for Identity
- Limited of Cultural Awareness/Pride

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## ASPIRA's 35 year History

Founding Principles/  
Strategies:

(SUCCESSFUL MODEL LEADS)  
TO RAPID GROWTH AND  
EXPANSION OF ASPIRA)

- Economic Development of the Puerto Rican Community Through Leadership Development and Education of Youth
- Target Population - High School Youth
- Organization - ASPIRA Clubs
- Process - The ASPIRA Process
- Context - Cultural Pride/Validation/Symbols (e.g., *Areyto*, *Pitirre*)
- Activities - Leadership Development, Counseling, Mentoring, Education, Advocacy
- Leadership: Youth-Based

QUESTIONS:

ARE THESE VALID TODAY?  
ARE THEY STILL SUCCESSFUL?  
HAVE THEY CHANGED OVER TIME?  
HAVE CONDITIONS CHANGED?

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### ASPIRA's 35 year History

#### AREAS/ISSUES

Development of  
ASPIRA's Mission:

Basic Principles/  
Strategies:

#### HISTORY

-No Change in Leadership Development or Education  
-Expanded to Include other Latinos

-Target Population: Expanded to:  
-middle school youth -pre-school (PR)  
-Organization: ASPIRA Clubs (same)  
-Process: ASPIRA Process (same)  
-Context: Cultural Reaffirmation (same)  
-Activities: Expanded to Include: alternative schools,  
parental/community involvement/education  
health ed., drug/violence prevention  
-Leadership: Youth-Based (same)

QUESTIONS: WHAT ARE THE IMPLICATIONS OF THESE CHANGES?  
WHAT ARE THE "NON-NEGOTIABLES"?  
HAVE THEY BEEN COMPROMISED?  
HAVE THESE CHANGES MADE ASPIRA MORE EFFECTIVE?  
ARE THOSE THAT DID NOT CHANGE STILL EFFECTIVE?

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### ASPIRA's 35 year History

#### AREAS/ISSUES

Programs:

#### HISTORY

-TRIO - Core of ASPIRA's Counseling Programs  
-Leadership Development, Mentoring, Tutoring (same)  
-Expanded to include: Health Careers, Drug/Violence  
Prevention, GED, Community Service, Parent  
Involvement, Middle School Programs  
-New Movement to Operate Schools (alternative, charter, etc.)  
by 6 Associates  
-New Head Start Programs (PR)  
-Uneven history of success with programs/accountability  
-Little data collection/evaluation of programs or of impact

QUESTIONS: WHAT EFFECT HAS THE ADDITION OF NEW  
PROGRAMS/INITIATIVES HAD ON ASPIRA'S  
MISSION? PRINCIPLES? CORE SERVICES?  
ORGANIZATIONAL CAPABILITIES? FINANCES?  
WHAT ARE THE IMPLICATIONS OF THE MOVEMENT TO  
OPERATE SCHOOLS/HEAD START PROGRAMS?

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### ASPIRA's 35 year History

AREAS/ISSUES  
Organization:  
State Associates:

#### HISTORY

- Established with common mission/principles/strategies, similar programs (ASPIRA Clubs, Leadership development, counseling)
- Established under similar local conditions (except P.R.)
- Expansion to other states difficult after the original Associates (IL, NY, NJ, PA, PR) are established
- Characterized by uneven growth (among Associates)
- Developed varying expansion strategies (NJ/FL models)
- Expansion within states is difficult. ASPIRA is mostly limited to original cities
- Experienced wild cycles of expansion/contraction
- Have significantly increased their advocacy role
- Experienced widespread financial instability
- High leadership turnover in some Associates
- High Board member turnover

QUESTION: WHAT ARE THE IMPLICATIONS OF THIS UNEVEN DEVELOPMENT?

January, 1987

### ASPIRA's 35 year History

AREAS/ISSUES

#### HISTORY

- The National Association:
- Was created to establish ASPIRA as a national organization, but was basically a fund-raising tool for the Associates
  - Early history characterized by deep divisions between Associates regarding the role and structure of the National Office, especially on the National Board
  - Role evolved to 3 basic functions: Voice for the Association (advocacy); National Programs; Support for Associates
  - "National" Programs were only multi-site programs
  - Never had role of developing the Association as a whole
  - Experienced wide cycles of financial instability/stability
  - Leadership has been relatively consistent
  - Administration/accountability has developed over time
  - The role of the National Board of Directors does not change
  - History of significant turnover on the National Board

QUESTIONS: WHAT IS THE PROPER ROLE OF THE NATIONAL OFFICE?  
HOW HAS THE NATIONAL ASSOCIATION AFFECTED ASPIRA?

January, 1987

### ASPIRA's 35 year History

#### AREAS/ISSUES

##### Political Influence:

- Significant initial success of ASPIRA of NY (ASPIRA Consent Decree) No further legal action
- Increased focus on policy issues at the state level as ASPIRA constituency base has grown
- Increased numbers of ASPIRANTES in key political positions.
- Advocacy mainly by informing decision-makers in city and state government
- Increased visibility/influence at national level with move of the National Office to Washington and increased research capability of the NO.
- Research and policy at national levels uneven
- Significant increase in policy-related collaborations

#### HISTORY

**QUESTION:** WHAT INFLUENCE BASE HAS ASPIRA DEVELOPED?  
WHERE HAS ASPIRA BEEN MOST EFFECTIVE?

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### ASPIRA's 35 year History

#### AREAS/ISSUES

##### Resource Development:

- Extreme fluctuations in funding/sources
- Significant overall increases over the decades
- High proportion of program vs. general support
- Exclusive dependence on Federal/Foundation funding
- Very little corporate support
- High dependence on Federal funding with some increases in state/city support of programs
- No individual giving base (or major gifts)
- Little fund-raising capability
- Limited support from National Office (\$)

#### HISTORY

**QUESTION:** WHY HASN'T ASPIRA DEVELOPED STABLE FUNDING?  
ARE FLUCTUATIONS DUE TO FLUCTUATIONS IN  
AVAILABILITY OF FUNDS OR LACK OF CAPACITY?  
ARE THERE NEW WAYS OF SUPPORTING ASPIRA?

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### ASPIRA's 35 year History

#### AREAS/ISSUES

#### HISTORY

#### Finances/

#### Management:

- As most non-profits, ASPIRA has a very mixed financial management history
- Some Associates have little in financial controls
- Several Associates and the NO have had serious financial difficulties
- Audits of most Associates not conducted regularly
- Some Associates lack basic management procedures
- Associates and NO have set fiscal controls as a priority and are developing systems

**QUESTION: HOW HAS THIS UNEVEN HISTORY AFFECTED ASPIRA'S EFFECTIVENESS? EFFICIENCY? AND THE PERCEPTION OF CURRENT/POTENTIAL FUNDERS AND THE COMMUNITY?**

January, 1987

### ASPIRA's 35 year History

#### AREAS/ISSUES

#### HISTORY

#### Role of the

#### ASPIRA Board:

- Significant turnover of Associate's and National Board of Directors
- Mostly a management tool. Role as fund-raisers not a major focus
- No systematic analysis of Board composition
- Unevenness in qualifications of Board members
- Board procedures/training not systematic
- Varying roles in strategic planning

**QUESTION: WHAT IS THE APPROPRIATE ROLE OF THE BOARD (ASSOCIATE/NATIONAL)? WHAT EFFECT HAS THIS UNEVENNESS HAD ON THE DEVELOPMENT OF ASPIRA?**

January, 1987

### ASPIRA's 35 year History

#### AREAS/ISSUES

Public  
Perception:

#### HISTORY

- Highly positive image among those who know ASPIRA
- Increased visibility of ASPIRA Associates in cities
- Little knowledge in general populations about what ASPIRA does
- No systematic marketing strategy (nationally or locally)
- Little national visibility (beyond east)
- Increased national visibility - Washington

QUESTION: WHY DOES ASPIRA HAVE SUCH A POSITIVE IMAGE?  
WHY IS ASPIRA STILL UNKNOWN TO MANY IN AND OUT OF OUR CITIES?  
WHY HASN'T ASPIRA BETTER DEVELOPED A MARKETING STRATEGY

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### ASPIRA's 35 year History

#### AREAS/ISSUES

Alumni:

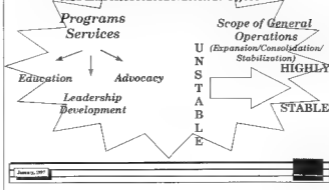
#### HISTORY

- ASPIRA has develop[ed] an enormous pool of alumni that are a potential source of influence and financial support
- ASPIRA alumni are all over the country and are in key positions across the country
- No systematic attempt to identify/contact Alumni
- ASPIRA of New York (with the largest alumni pool) is the only Associate to attempt to organize the pool
- There is no formal role for Alumni in ASPIRA

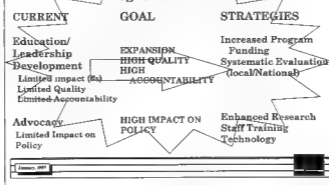
QUESTION: WHY HASN'T ALUMNI DEVELOPMENT BEEN A PRIORITY?

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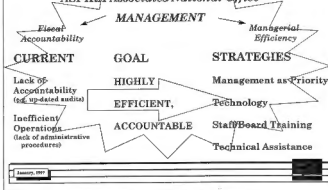
**Current Status, Goal and Strategies for  
ASPIRA Associates/National Office**



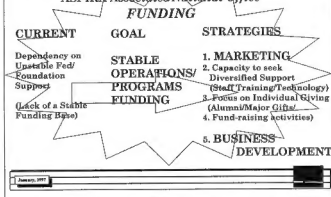
**Current Status, Goal and Strategies for  
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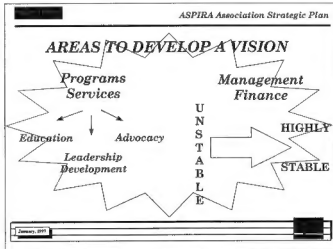
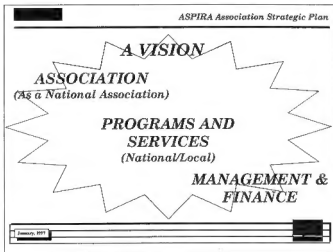


**Current Status, Goal and Strategies for  
ASPIRA Associates/National Office**



**Current Status, Goal and Strategies for  
ASPIRA Associates/National Office**





## AREAS TO DEVELOP A VISION

### Programs / Services

Education

Leadership  
Development

Advocacy

**CONTENT**

**SCOPE**

**MANAGEMENT**

**INTEGRATION**

Nature of  
Programs  
(What Kind of  
Programs do we Want)

Population and  
Size of  
Programs

Effectiveness,  
Efficiency,  
Accountability  
(Evaluation)

How do Programs  
Fit Together to  
Achieve Mission and  
Goals, and to Maximize  
Use of Resources

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## AREAS TO DEVELOP A VISION

### Management/Finance

**Fiscal  
Accountability**

**Managerial  
Efficiency**

**Scope of General  
Operations**

(Expansion/Consolidation/  
Stabilization)

Accounting/  
Fiscal Procedures  
Internal Controls

Administrative  
Procedures  
Monitoring/  
Supervision

Internal Needs  
Assessment Results

Audits  
Staff Training

Decision-Making  
Staff Training

Board Decision

January, 1997

## OUTLINE OF A STRATEGIC PLAN

- MISSION
- VISION
- GOALS
  - Area Goals
  - Specific Objective
  - Activities and Timelines
  - Design (Management)
- Monitoring and Evaluation
- Resources

January, 2011